



Project Portfolio Management

NE Project Management Consultants is an excellent choice for companies or organizations needing either specialized consulting services or direct project management assistance. **NEPMC's** certified Project Management Professionals (PMPs) have extensive knowledge of the Project Management Institute's processes and procedures. These processes and procedures are globally recognized as "best practices" and are independent of any specific application area or industry focus. **NEPMC** combines this knowledge with over 30 years of engineering and project experience to bring the appropriate level of discipline and Project Management processes to bear based on the needs of your organization and project. This experience ranges from multi-million dollar projects to local volunteer efforts, and covers a wide assortment of industries and technologies, from enterprise related projects to design and development projects within the aerospace industry. This diverse background allows **NEPMC** to provide Project Management services on just about any project, independent of the industry or technology.

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An effective project selection methodology allows you to maximize the return on the application of your limited resources.

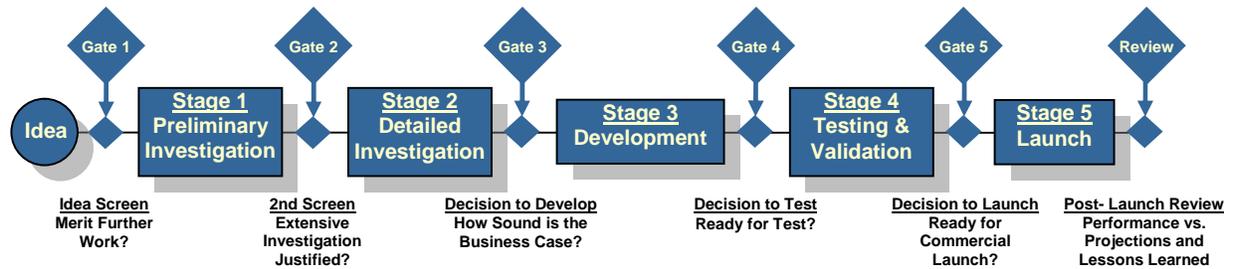
NEPMC understands that with limited resources, proper management of an organization's project portfolio can be critical to the success of the organization. An effective project selection methodology to manage your project portfolio allows your organization to:

- Maximize the return on the application of resources.
- Tightly link your project portfolio to your business strategy.
- Achieve focus within your organization.
- Balance the types of projects within the organization.
- Improve coordination between project teams, functional managers, and upper management.
- Better communicate priorities.

However, successful portfolio management involves more than just the initial selection of projects. It must be a dynamic decision process where the organization's project portfolio continues to be reevaluated and revised as required. We are all familiar with a review process that is designed to verify that projects that are currently being executed are being done correctly. This review process will be expanded to include criteria which will determine if the correct projects are actually being performed. These reviews/gates will be performed after specific stages in the lifecycle of each project where the current projects will be compared and prioritized against all other existing and potential projects.

Successful project portfolio management is a dynamic decision process.

These gates will allow your organization to determine the best utilization of your resources going forward, and based on the comparison, projects may be accepted or declined, accelerated, delayed, put on hold, or even cancelled.



For the process to be effective and provide for objective analysis, the gates must be set up with predefined deliverables that are consistent across all projects within the portfolio. The deliverables should be setup emphasizing up front collection of data within the process in order to allow critical decisions to be made early while minimizing the organization's exposure. This is not meant to imply that the process should not be scalable based on project size, complexity, and risk. Scalability is also important in order to guarantee that all projects move through the process and do not circumvent it. However, the key is to provide a level playing field on which to objectively measure the value of all projects.

The gate process provides a level playing field on which you can objectively assess all the projects in your portfolio.

The criteria used to measure and evaluate the deliverables needs to be understandable and relevant, it should make use of available and obtainable information, and most importantly be adequate to discriminate the good projects from the projects that do not add value to your organization. Obviously this is more than just a checklist of the deliverables, but it is also more than just financial criteria such as NPV, ROI, ECV, etc. It should also include things such as alignment with business strategy, an assessment of the product competitiveness, updated market analysis, technical feasibility, and alignment with your organization's core competencies. Project teams should not only be responsible for delivering projects on time and within budget, but also for delivering the stated business value of the project.

Evaluation criteria is more than deliverable checklists and financials, but includes a continued assessment of the projects business value.

NEPMC can help establish a gate process within your organization, including the definition of relevant deliverables and assessment criteria, that emphasizes the early identification of data that is operational, reliable, and discriminating in order to provide for consistent evaluation and selection of projects. **NEPMC** can also perform a review of your already established gate process as well as act as independent gate reviewers as part of that process.